

**Missouri Division of Workforce Development**

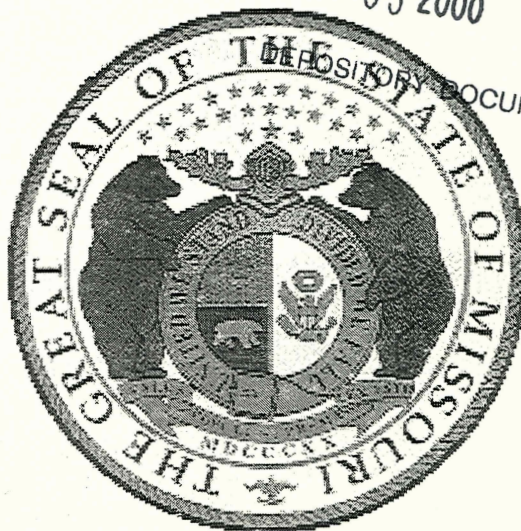
# **Missouri Job Training Partnership Act ANNUAL REPORT:**

## **Making the Transition to the Workforce Investment Act**

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Roger B. Wilson  
Governor

**DIVISION OF WORKFORCE DEVELOPMENT**

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Tom Jones  
Director

November 6, 2000

The Honorable Roger Wilson  
Governor, State of Missouri  
Executive Office  
State Capitol, Room 216  
Jefferson City, Missouri 65101

Dear Governor Wilson:

On behalf of the Missouri Training and Employment Council, I am pleased to present the annual performance report of the Job Training Partnership Act (JTPA) programs in Missouri. The report covers the period of July 1, 1998 through June 30, 1999. It highlights Missouri's transition to the Workforce Investment Act and our continued efforts in providing excellent services for employers and job seekers.

To also inform the public of some of the changes in the workforce system, the report gives an overview of the Workforce Investment Act and some of the recent accomplishments of the Division of Workforce Development. Next year's report will include a complete description of the improvements in the delivery of workforce services brought about by the new legislation and the Division of Workforce Development's successful first year as a newly-created division.

The Missouri Training and Employment Council looks forward to working with you as we continue to provide a prepared workforce and growth in economic opportunities for Missouri and its citizens.

Sincerely,

A handwritten signature in black ink that reads "Tom Jones". The signature is fluid and cursive, with the first and last names clearly legible.

Tom Jones  
Director

TJ:MW:dp



**This annual report is mandated by Section 104 (13) of the Job Training Partnership Act and includes:**

- 1) a description of the activities conducted during the program year;
- 2) characteristics of the participants;
- 3) information on the extent to which applicable performance standards were met;
- 4) information on the extent to which the service delivery has met the goals of the area for the training and training-related placement of women in nontraditional employment and apprenticeships; and
- 5) a statistical breakdown of women trained and placed in nontraditional occupations, including information regarding:
  - a) the type of training received, by occupation;
  - b) whether the participant was placed in a job or apprenticeship; and if so, the occupation and wage at placement;
  - c) the age of the participant;
  - d) the race of the participant; and
  - e) retention of the participant in nontraditional employment.

<i><b>Also Included in the Report:</b></i>	<i><b>page</b></i>
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## ***Executive Summary***

The Division of Workforce Development has chosen to use this JTPA Annual Report for Program Year 1998 (July 1, 1998 through June 30, 1999) to describe the exciting changes that will occur in Missouri's workforce development system under the Workforce Investment Act, which began implementation July 1, 2000. The goal of the Missouri's Workforce Development System is to increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation. Throughout this report, we will compare the previous methods under JTPA with the new methods of WIA. This will illustrate the way Missouri has excelled in the past and plans to build on those successes in the future.

### **JTPA vs. WIA: Changes in Missouri's Workforce Legislation**

The **Job Training Partnership Act of 1982** authorized programs to: 1) provide training for economically disadvantaged youth and adults; 2) establish worker reentry training designed to meet the needs of Missouri employees and employers; 3) help train and find jobs for older workers; 4) provide customized training to meet needs of new and expanding employers; and 5) provide specialized training to potential school dropouts. Under JTPA, there were fifteen geographically defined Service Delivery Areas in Missouri where services were made available. Representatives of the private and public sectors served on Private Industry Councils (PICs), and were responsible for identifying the training needs and designing programs to meet those needs in the SDAs.

The **Workforce Investment Act of 1998** superseded JTPA. WIA provides the framework for a unique national workforce preparation and employment system designed to meet both the needs of the nation's businesses and the needs of job seekers and those who want to further their careers. Title I of the legislation is based on the following elements:

- Training and employment programs must be designed and managed at the local level where the needs of businesses and individuals are best understood.
- Customers must be able to conveniently access the employment, education, training, and information services they need at a single location in their neighborhoods.
- Customers should have choices in deciding the training program that best fits their needs and the organizations that will provide that service. They should have control over their own career development.
- Customers have a right to information about how well training providers succeed in preparing people for jobs. Training providers will provide information on their success rates.
- Businesses will provide information, leadership, and play an active role in ensuring that the system prepares people for current and future jobs.

Under WIA, Governor Carnahan designated fourteen local "workforce investment areas", overseen by local workforce investment boards. Each area has developed local plans, in which they map out the strategic direction for achieving policy objectives and performance goals. New youth councils are being set

**Helpful websites for learning about the Workforce Investment Act and Missouri's Workforce System:**

- [www.usworkforce.org](http://www.usworkforce.org)
- [www.ecodev.state.mo.us/wfd](http://www.ecodev.state.mo.us/wfd)
- [www.region05.doleta.gov](http://www.region05.doleta.gov)



up as a subgroup of the local board to guide the development and operation of programs for youth. Missouri customers will benefit from an enhanced One-Stop delivery system, with career centers in their neighborhoods where they can access core employment services and be referred directly to job training, education, or other services. We will describe Missouri's One-Stop system in more detail later.

### ***Eligibility and Service Requirements***

The Workforce Investment Act specifies three funding streams to the States and local areas: adults, dislocated workers, and youth.

#### **Adults and Dislocated Workers**

Most services for adults and dislocated workers will be provided through the One-Stop system and most customers will use their individual training accounts to determine which training program and training providers fit their needs. The Act authorizes "core" services (which will be available to all adults *with no eligibility requirements*), and "intensive" services for unemployed individuals who are not able to find jobs through core services alone. In some cases the intensive services will also be available to employed workers who need more help to find or keep a job.

Core services include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies; skills needed for in-demand jobs; and local, regional and national employment trends); initial assessment of skills and needs; information about available services; and some follow-up services to help customers keep their jobs once they are placed. Intensive services will include more comprehensive assessments, development of individual employment plans, group and individual counseling, case management, and short-term pre-vocational services.

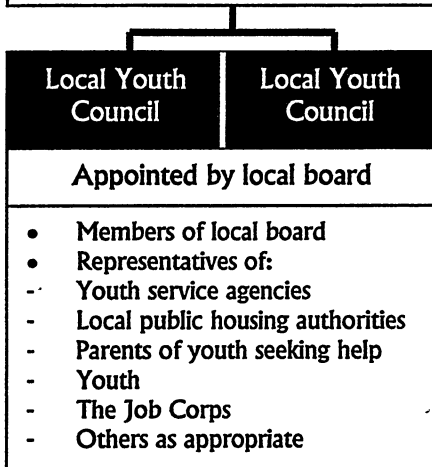
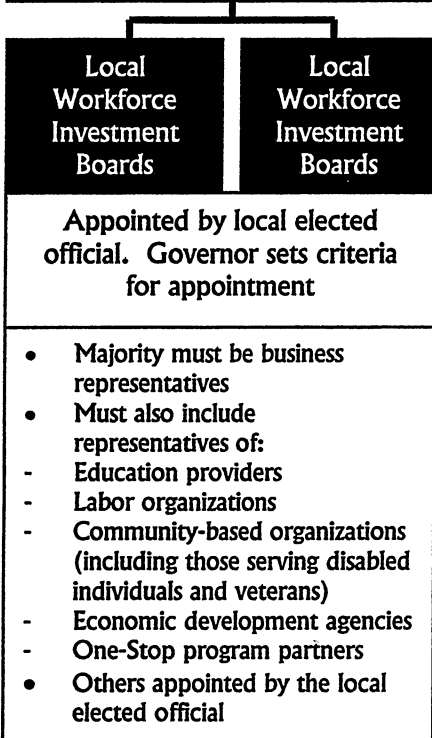
In cases where qualified customers receive intensive services, and are still not able to find jobs, they may receive training services which are *directly linked to job opportunities in their local area*. These services may include occupational skills training, on-the-job training, entrepreneurial training, skill upgrading, job readiness training, and adult education and literacy activities in conjunction with other training.

If adult funds are limited in an area, recipients of public assistance and low-income clients will be given priority for services. The Act also authorizes the provision of supportive services (e.g., transportation) to assist participants receiving the other services and the provision of temporary income support to enable participants to remain in training.

#### **Youth**

Eligible youth will be low-income, ages 14 through 21 (although up to five percent who are not low-income may receive services if they face certain barriers to school completion or employment). Young customers also must face one or more of the following challenges to successful workforce entry: (1) school dropout; (2) basic literacy skills deficiency; (3) homeless, runaway, or foster child; (4) pregnant or a parent; (5) an offender; or (6) need help completing an educational program or securing and holding a job. At least 30 percent of local youth funds must help those who are not in school.

Youth will be prepared for postsecondary educational opportunities or employment. Programs will link academic and occupational learning. Service providers will have strong ties to employers. Programs must also include tutoring, study skills training and instruction leading to completion of secondary school (including dropout prevention); alternative school services; mentoring by appropriate adults; paid and unpaid work experience (such as



internships and job shadowing); occupational skills training; leadership development; and appropriate supportive services. Youth participants will also receive guidance and counseling, and follow-up services for at least one year, as appropriate.

Programs must provide *summer employment opportunities* linked to academic and occupational learning. (In contrast to JTPA, a separate appropriation is not authorized for a "summer" program.) The mix of year-round and summer activities is left to local discretion.

Local workforce investment boards, in partnership with local elected officials, will plan and oversee the local system. Local plans will be submitted for the Governor's approval. Local boards designate One-Stop operators and identify providers of training services, monitor system performance against established performance measures, negotiate local performance measures with the state board and the Governor, and help develop the labor market information system.

### Youth Councils

Youth Councils will be established as a subgroup of the local board to develop parts of the local plan relating to youth, recommend providers of youth services, and coordinate local youth programs and initiatives.

### *Designing and Managing the New System*

Several new features are included in the Workforce Investment Act to ensure the full involvement of business, labor, and community organizations in designing and ensuring the quality of the new workforce investment system. These include State and local workforce investment boards, local youth councils, and long-term State strategic planning.

### **State and Local Workforce Investment Boards**

Under WIA each State had to establish both State and local workforce investment boards. The State board helped the Governor develop a five-year strategic plan describing statewide workforce development activities, explaining how the requirements of the Act will be implemented, and outlining how special population groups will be served. The plan also includes details about how local Employment Service/Job Service activities fit into the new service delivery. The state board advises the Governor on ways to develop the statewide workforce investment system and a statewide labor market information system. The state board will also help the Governor monitor statewide activities and report to the Secretary of Labor.

### **The Governing Body: MTEC**

The State Workforce Investment Board for Missouri is the Missouri Training and Employment Council. MTEC meets quarterly to discuss, approve, and recommend job training plans, program coordination, service delivery, performance outcomes, and other workforce development issues. The council provides the Governor with policy advice on strategies to enhance the workforce development system. The Council has significant representation from the private sector, including its chair.

Read Missouri's Workforce Investment Plan at  
<http://www.ecodev.state.mo.us/wfd/stateplan/plan.htm>

### ***JTPA Programs in Missouri in PY'98***

Program Year 1998 was an eventful period, as it marked the year in which Missouri simultaneously prepared for the creation of the Division of Workforce Development, and the implementation of the Workforce Investment Act. In addition to these vast challenges, the workforce system maintained continuity of service to JTPA customers:

#### **Adult Programs (Title IIA)**

- In PY'98, 6,345 economically disadvantaged adults were served, with 2,772 completing an activity. Of those completing, 89% were placed in jobs.
- Missouri exceeded five of six nationally mandated JTPA Title II adult and youth Performance Standards.
- The Experienced Worker program, a program for those age 55 and older, served 255—of which 64% entered employment with an average hourly wage of \$7.49 (*\$.40 more than in PY'97*).

#### **Youth Program (Titles IIB and IIC)**

- In PY'98, 5,753 economically disadvantaged youth were served in the Summer Youth Program (IIB). The majority participated in work experience but 74% were also enrolled in educational activities.
- In the year round youth program (Title IIC), 1,835 economically disadvantaged youth were served with 753 completing—of which 79% were placed in jobs.



### **JTPA (Title III) Worker Reentry Program and Rapid Response Programs**

- Worker Reentry and Rapid Response Programs serve workers who are laid off because of business closures or cutbacks and are not likely to return to their previous industry or occupation.
- The Division, through its formerly 15 (now 14) substate grantees, served 7,704 laid-off workers excluding special grants.
- Of the laid-off workers completing the program, 88% secured employment at an hourly wage of \$10.37.
- In recent years, Missouri has become one of the leading states in the nation at applying for and successfully obtaining additional JTPA Title III discretionary grant funds to provide training and reemployment assistance for workers permanently laid off.
- The Division had 3 active Title III discretionary grants for workers laid off from the following companies: TWA, Boeing, and Greensfield Industries/Fleming Company. The Division also received a grant to provide transition services to workers who lost their jobs as a result of foreign imports.

In addition to discretionary grants, the Division maintains a separate program to assist workers laid off as a result of normal business activity. During PY'97, the State's Rapid Response Team worked with 107 companies who were each projecting layoffs of 50 or more. The Team also conducted 321 on-site meetings with employers, unions, and employees; these activities affected 12,635 workers.

### **Missouri Youth Service and Conservation Corps**

- Missouri is one of several states, which provide funding for young people to participate in community betterment activities, continuing a movement of service dating back to the Civilian Conservation Corps.
- The Missouri Youth Service and Conservation Corps is in its seventh year, and 57 youth were served during PY'98.
- They helped repair and restore public facilities, county roads, and rehabilitate wildlife habitats among other community services.

### **Missouri Job Development Fund (MJDF)**

- In PY'98, MJDF through the Customized Training Program provided assistance to 317 companies, training 4,607 workers in new jobs, and retraining 29,110 current workers. Funding available was \$15,075,000.
- The average wage per worker trained through the Missouri Job Development Fund was \$13.99 an hour.
- The average funding amount per company in PY'98 was \$47,634.

### **Community College New Jobs Training Program**

- The New Jobs Training Program (NJTP) has become a major component in economic development efforts to attract and expand industry in Missouri. Funding available in PY'98 was \$8,000,000.
- The program was a key factor in several companies' decisions to expand in Missouri, such as Procter & Gamble, and Hayes Lemmerz International.

- In PY'98, there were 14 new projects with new and expanding companies that created 3,826 new jobs. The average trainee wage for the New Jobs Training Program in PY'98 was \$15.73.

### ***Accountability***

Under the Workforce Investment Act, States, local areas, and providers of those services will become more accountable for meeting those needs. In Missouri, the level of achievement, accountability, and continuous improvement of the workforce system is assessed in three ways:

The WIA (and former JTPA) Performance Measures tabulate statewide data to show how Missouri ranks in the nation in terms of certain employment-oriented categories. These measures are federally prescribed and are used to allocate incentive dollars. Secondly, the Governor's Outcomes assess the effectiveness of Missouri's Workforce System as a whole. These four measures are tied to the Department of Economic Development's Strategic Plan and the Governor's "Show Me Results", which measure the success of various agencies of state government. Thirdly, division level reports commissioned by DWD leadership analyze the processes involved in carrying out the activities of the Workforce System and search for opportunities for improvement. The first two measures are described in more detail below.

### **Performance Measures: JTPA vs. WIA**

JTPA established six adult and youth performance standards. These measures of earnings and employment were calculated and then compared against a statistically derived national standard. In PY'98:

- Missouri exceeded five of six nationally mandated JTPA Title II adult and youth Performance Standards.
- Thirteen of the fifteen Service Delivery Areas (now the fourteen Local Workforce Investment Areas) in Missouri met or exceeded four or more of the six adult and youth performance standards.
- Statewide, the average percent exceeded has been at least twenty percent on the six standards for the past seven program years. In PY92 the overall average percent exceeded was by 21%; for PY'98 it was over 35%.
- Missouri also exceeded the nationally mandated Title III dislocated worker performance standard for the tenth year.

<b>JTPA PY'98 PERFORMANCE</b>			
<b>Performance Standard</b>	<b>National Standard</b>	<b>Missouri Actual</b>	<b>% Exceeded</b>
Adult Post Program Employment Rate	50%	66%	32.00
Adult Post Program Earnings	\$3,578	\$3,096	-13.47
Welfare Post Program Employment Rate	50%	67%	34.00
Welfare Post Program Earnings	\$3,031	\$3,065	1.12
Youth Entered Employment Rate	53%	74%	39.62
Youth Employability Enhancement Rate	25%	55%	120.00
Title III Entered Employment Rate	76%	88%	15.79
Title III Average Wage at Placement	\$9.30	\$10.37	11.51

WIA has seventeen performance measures. For adults, dislocated workers, measures for the rates of entry into unsubsidized employment, job retention, post-placement earnings, and acquired education and skill standards for those who obtain employment have been established. Measures for older youth (19-21) also include the attainment of a high school diploma (or its equivalent) for those who enter postsecondary education or advanced training as well as for those who get jobs. Measures for younger youth (14-18) include rates of basic skills and work readiness or occupational skills attainment, attainment of high school diplomas (or the equivalent), and placement and retention in postsecondary education, advanced occupational training, apprenticeships, the military or employment. These measures apply to both statewide and local performance.

Measures have also been established under the Workforce Investment Act relating to customer satisfaction of both participants and employers. WIA also requires that training providers must meet certain requirements in order to receive adult or dislocated worker funds. There are separate requirements for initial eligibility and for subsequently maintaining eligibility to receive funds. Training providers will be held accountable for completion rates, the percentage of participants who obtain unsubsidized jobs, and for their wages at placement. Training providers must also provide information about the cost of their programs. This information will be available to clients at One-Stop Career Centers.

The Division of Workforce Development calculated baseline levels for each of the seventeen measures and established targets for improvement in each category. These targets were negotiated with the U.S. Department of Labor.

**To learn more about the performance measurement and reporting system under the Workforce Investment Act, read:**

- Training and Employment Guidance Letters (TEGLs) 7-99 and 8-99
- Federal Register Notice: Workforce Investment Act Standardized Record Data (WIASRD); Attachments I-V

*Both can be accessed at [www.usworkforce.org](http://www.usworkforce.org); click on the "Performance Accountability" link*

### **Governor's Outcomes**

In 1997, Governor Carnahan directed the Missouri Training and Employment Council to develop outcome measures and targets to assess the effectiveness of Missouri's Workforce System. This marked a fundamental shift in the method used to evaluate workforce development's effectiveness. The Outcomes measure results of clients' participation in the workforce *system*, not just its individual programs. They also assess the elements most crucial to successful long-term employment:

- The number of people who obtained jobs;
- The number of people who obtained jobs and are still employed somewhere after 3,6,9, and 12 months;
- The number of people who moved to a higher wage job; and,
- The number of people who moved from below the poverty line to above the poverty line.



With a collaborative effort of the five state partner agencies (the Division of Workforce Development, the Department of Social Services, the Department of Labor and Industrial Relations, the Department of Elementary and Secondary Education, and the Coordinating Board for Higher Education), the University of Missouri's Department of Economics aggregates and analyzes information from the entire system. Continuous improvement targets are recommended by MTEC for each measure.

See the State Government Show-Me Results at  
[http://www.cpi.state.mo.us/mo\\_smr\\_title.htm](http://www.cpi.state.mo.us/mo_smr_title.htm).

In accordance with Missouri's Workforce Investment Plan, MTEC will continue to use this data for policy, management, analytical, and research purposes. The University of Missouri is also developing a return on investment model that will show the benefits of the workforce development system to individuals and to Missouri.

Missouri's three-tiered accountability system comprehensively assesses the performance of the workforce system and drives continuous improvement.

***The goal of the Division of Workforce Development is to improve the quality of life for all Missourians. By establishing a public/private partnership we will ensure all citizens are afforded an environment that supports a market driven workforce development system with clear goals and accountability.***

***This system should be responsive, support lifelong skill development, establish a culture of continuous learning, and provide easy and universal access to information and services by job seekers and the business community. Ultimately this system will provide Missouri's citizens the knowledge and tools necessary to establish a world-class workforce for a world-class economy.***

## ***One Stop Career Centers***

Under WIA, the workforce system will be based more heavily on the "One-Stop" concept where information about and access to a wide array of job training, education, and employment services is available for customers at a single neighborhood location.

### **Missouri Career Center System**

A common frustration among job seekers and employers today is the difficulty of finding quality information on available employment and training programs, having to go from one place to another to actually receive information and services. The One-Stop Career Center System is the organizing vehicle for transforming this fragmented array of employment and training programs into an integrated service delivery system for job seekers and employers.

While the Division of Workforce Development is supporting statewide system building, it also recognizes that many local communities have made significant progress in consolidating service delivery in a One-Stop environment. The Division intended to capitalize on this innovation by allocating funding from a DOL One-Stop grant initiative to local entities to serve as "learning laboratories". Missouri was one of approximately 8 - 10 states to be awarded a One-Stop grant in June 1995.

While Missouri's One-Stop system is designed in conjunction with local communities to best meet their particular needs, the following four principles are key to all One-Stop Career Center Systems:

Missouri Career Centers are user friendly facilities which provide job seeker, training seekers and employers access to a variety of employment and training services all under one roof. Missouri is developing a system of Career Centers so people can make informed choices about their careers and employers can make informed choices about their workforce needs.

**(1) Universality** – All population groups will have access to a wide array of job-seeking and employment development services, including the initial assessment of skills and abilities, self-help information relating to career exploration and skill requirements of various occupations, consumer report information on the performance of local education and training providers, and quality labor market information.

**(2) Customer Choice** – Giving customers choices is critical to a One-Stop Career Center System. Employers and job seekers will have choices in where and how they can obtain information and services and will have access to the information they need to make informed choices among education and training options.

**(3) Integration** – A One-Stop Career Center System offers a seamless approach to service delivery, providing access to services under a wide array of employment, training, and education programs. This program integration also requires integration of governance structures at both the state and local levels.

**(4) Performance Driven/Outcome Based Measures** – To ensure customer satisfaction, One-Stop Career Center Systems must have clear outcome measures and consequences for failing to meet them.

In a Missouri Career Center, customers come first. By offering a wide range of service options from self-service to full-service, Missouri Career Centers offer comprehensive training and employment services to the community.

Missouri Career Centers make the best use of scarce resources while serving all citizens of Missouri. Staff work together as a team to provide the most comprehensive and efficient workforce development system possible.

### **Missouri Career Center Services**

Services available to Job Seekers in each Missouri Career Center include:

- Job Listings (through America's Job Bank and Missouri Works!)
- Job Placement
- Work Registration
- Labor Market Information
- Career Information and Guidance
- Assessment
- Information about education and training opportunities
- Unemployment insurance information
- Filing for unemployment insurance claims
- Resume preparation
- Education and training assistance
- Referral to other partner agency services

Services available to Employers in each Missouri Career Center include:

- Worker recruitment assistance
- Single point for placing and filling job orders
- Rapid response assistance for plant closings and mass layoffs
- Worker training information
- Tax credit and hiring incentive information
- Labor market information Outreach
- Other services identified by the local business community

### **Benefits to the Workforce**

Missouri Career Centers provide job seekers a single place to address their employment and training needs. Local workforce development professionals from various partner agencies work together to provide the best service for all customers. Missouri Career Centers offer a more convenient, efficient and effective way for all Missourians to look for a new or better job.

### **Benefits to the Employer**

Missouri Career Centers offer businesses the opportunity to recruit applicants who have been assessed and meet the employers needs. Centers provide employers information about the labor market, workforce and hiring incentives. Career Centers can tailor services to meet employers hiring and training requirements for new employees and provide assistance for new and expanding businesses. Also, if an employer is downsizing, Career Centers offer the employer assistance with unemployment insurance, training, and placement services for employees.

### **Benefits to the Community**

The result is well trained Missourians working in productive jobs and creating a strong state and local economy.



## The Missouri Toolbox

One exciting innovation in Missouri's Workforce Development System is the new case

tracking system, known as the Missouri Toolbox. This system (pictured here) is an interactive, web-based system created to input and track information on clients of the Missouri Workforce Development System. These clients include job seekers and employers who utilize employment and training programs administered by the Missouri Workforce Development System, including the Workforce Investment Act, Welfare to Work, and other programs. The Toolbox was designed to meet the data

requirements of the new workforce legislation in a way that integrates the needs of all the parties, while improving the way information is maintained and employment and training services are provided. Many enhancements to the Toolbox are currently underway.

MW Reg Job Seekers	MW Pub Job Seekers	MW Job Orders	WIA Registered
605,322	91,823	8,914	6,052

Staff	Locations	Contracts	Training Providers
965	251	959	761

Clients	SAP	Workforce Investment Region
2,165	Northwest Region	
1,895	Northeast Region	
7,727	Kansas City & Vicinity	
1,641	West-Central Region	
8,249	St. Louis City	
1,570	Southwest Region	
2,589	Ozark Region	
3,765	Central Region	
2,920	South Central Region	
1,854	Southeast Region	
1,757	East Jackson County	
5,016	St. Louis County	
1,512	St. Charles County	
1,517	Jefferson/Franklin Consortium	
47,577	Total	

## Missouri WORKS!

Another innovative technological resource utilized in Missouri's Workforce Development System is Missouri WORKS!. Missouri WORKS! is an interactive, web-based tool comprised of various functions to assist the citizens of Missouri in their employment, job development and training endeavors. It provides various "matching" mechanisms for employers and job seekers. Missouri WORKS! has been developed for both the individual customer and customers using shared computers, as in libraries, schools, and Career Centers. It is also the point of entry into the Missouri Toolbox and Workforce Investment Act services.

Registering with Missouri WORKS! places the job seekers registration online as an "electronic resume", which also serves as a "search template" to perform enhanced job searches. This registration is also shared with Missouri's Workforce Development mainframe system that is utilized by Workforce Development personnel statewide to match job seekers and job orders. For searching job orders, users can select numerous search methods from the Job Seeker Registration page. Employers can search job seeker's "electronic resumes", enter job orders, or publish job orders. Missouri WORKS! also provides the following:

- **Labor Market Information:** This includes the best paying/fastest growing/most openings/most in demand jobs, Unemployment Rates, Personal Income Data, Commuting Patterns, Occupational Wage Information, Consumer Price Index, Occupational Injury Rates
- **Links to State Partner Web Sites**
- **Information -** Such as: How occupations are coded, Workforce Development locations, Missouri Employer Committee Event Schedule, and Online ordering of publications



Check out Missouri WORKS! at <http://www.works.state.mo.us>.

## Non-Traditional Employment

JTPA required special targeting to provide wider opportunities to train and retain women in nontraditional fields and to maximize federal resources to train and place women in non-traditional employment.

"Nontraditional employment" refers to occupations where women comprise less than 25% of the occupation's workforce. Employment in traditionally male occupations often leads to higher wages, improved job security, and better long-range opportunities.

The Division worked with the Missouri Women's Council to implement programs in coordination with the PICs

(now known as WIBs). In PY'98, 168 women participated in training in nontraditional occupations using Title II funds. 68% of the women were between the ages of 22 and 40, and 14% were minorities. By the end of PY'98, 81 had terminated to employment in a training related field. The wages at employment ranged from \$5.15 to \$12.50 per hour, for an average of \$8.10 per hour (*\$.49 more than last year*).

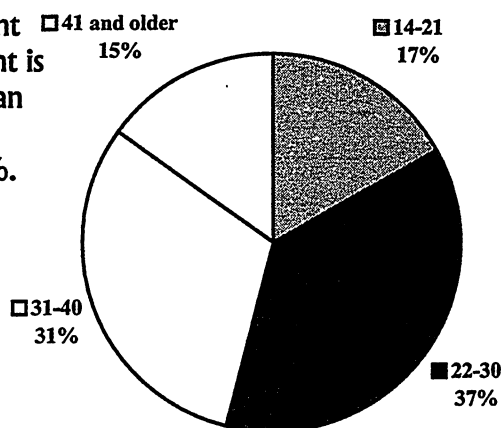
Nontraditional Training by Occupation Job Title Categories—PY'98	#	%
Production, construction, operating, maintenance, and material handling	69	45%
Professional and technical	38	25%
Machinists	15	10%
Service and sales	10	7%
Educators, arts, and health related	15	10%
Business and administrative support	2	1%
Agriculture, forestry, fishing and related	4	3%

Terminated to Employment Job Title Categories—PY'98	#	Placement Wage
Production, construction, operating, maintenance, and material handling	14	\$5.50-\$11.87
Professional and technical	17	\$5.15-\$12.50
Machinists	25	\$5.15-\$10.00
Service and sales	10	\$5.15-\$10.00
Educators, arts, & health related	4	\$5.40-\$8.50
Business and administrative support	9	\$5.15-\$9.60
Agriculture, forestry, fishing and related	2	\$9.40-\$12.50

Nontraditional Participants by Age



Under the Workforce Investment Act, non-traditional employment is defined gender-neutrally, and can include any field in which one gender comprises less than 25%.



Learn more about the Missouri Women's Council at <http://www.womenscouncil.org>.

## ***Welfare-to-Work***

The purpose of the Welfare-to-Work (WtW) grant program is to assist long-term recipients of cash welfare benefits (known as Temporary Assistance to Needy Families or TANF, which replaced the Aid to Families with Dependent Children [AFDC] program) move to economic self-sufficiency through permanent, unsubsidized employment.

Activities provided in the Welfare-to-Work grant program are designed to move eligible individuals into the workforce and off the welfare roles.



ETA



Allowable program activities include work readiness information and education, work experience/community service, on-the-job training, job creation through public and private wage subsidies, placement and post-employment services and job retention services. Basic education and vocational skills training may be provided following employment, or prior to employment for a maximum of six months, if needed.

The program is offered by the Missouri Department of Economic Development through its Division of Workforce Development and local Workforce Investment Boards, working in coordination with local Division of Family Services and Division of Child Support Enforcement staff in fourteen Workforce Investment Areas throughout the State.

As of March 31, 2000, WtW served a total of 4,841 participants. Of those, 1,754 individuals have been placed in employment, either subsidized or unsubsidized.

Learn more about the Welfare-to-Work program at <http://wtw.doleta.gov>.



## ***JTPA PY 1998 Alumni of the Year***

Each Workforce Investment Area recognized several of their successful PY'98 alumni and their achievements at the Annual Governor's Workforce Development Conference. Fifteen special alumni, one from each Area in Missouri (two from the Central Region), were honored. These award winners overcame adversity and are now contributing to Missouri's economy and quality of life.

**Colleen James (Northwest Region):** 37-year-old wife and mother of two children, ages 2 and 7, seeking work after plant she had worked at for 17 years closed. Overcame daughter's medical problems, death of her mother, and many fears to get GED, complete Medical Assistant training, and find employment in a Doctor's office at \$8.00 an hour.

**Earnest Strickland (Northeast Region):** High school dropout living with his mother, with no transportation, and \$5,000 in arrears in child support for his three children. With help of Work Connections, began working as a nurse's aide and received CNA certification. Helped children and their mother get off public assistance and into their own apartment.

**Mary Burke (Kansas City Region):** 19-year-old single mother of two who worked with Full Employment Council to develop youth employment skills, receive job readiness training and enter employment with General Accounting Services. Recently promoted to large debt collections and doing well.

**Michelle Schuller (West Central Region):** Single mother of one, with poor work history; receiving TANF, food stamps and living in HUD housing. Worked with partner agencies in the West Central Region to prepare skills via Welfare-to-Work Workplace Readiness activities. Landed apprenticeship with REBAR, Inc. at \$10.53, and will soon be making approximately \$23.00 an hour.

**Donna Bentch (Central Region):** After a long but stressful career in nursing field, underwent extensive assessment and basic readjustment services with the Central Region, and decided on a career in pet grooming. After graduation from a pet grooming academy in Chesterfield (with quite a commute), started work at Four Paws in Columbia. Has already received two raises and now makes 50% commission, which averages about \$10.00 an hour.

**Aida Kadunic (St. Louis City Region):** Refugee from Prijedor, Bosnia, struggling to overcome language and cultural barriers to find employment and support family of four. Diligently worked in SLATE computer lab to improve typing and computer skills, in addition to spelling and reading. Now working in bank student loan department, and was recently given her own desk and computer.

**Sherry Hardin (Southwest Region):** Migrant worker's daughter who went from being on public assistance to earning a scholarship to Crowder Community College in Neosho, where she majored in Drafting and Design. Due to her hard work, excellence in a non-traditional field, and scholastic honors, she secured a job as a CAD Technician at Leggett & Platt Industries in Carthage, MO.

**"Keep catching those 'falling stars' and putting them back up there where they belong" -Michelle Schuller**

**Lana Kramer (Ozark Region):** 55-year old left out of work by a plant closing, who entered ProjectCREW—a building technology program for women. She finished the program with a 3.903 GPA and perfect attendance, yet still made time to mentor other students. She received two scholarships, has started her own remodeling business—"Lana Kramer & Co"—and plans to finish her associates degree in building technology.

**Margaret Williams (Central Region):** Unemployed mother of two who entered the Central Ozarks Private Industry Council's Welfare-to-Work Work Place Readiness Program. She soon found employment at Eyes of the World, a producer of intra-ocular lenses, where she now handles most of the day-to-day operations, including book keeping, payroll, and training new employees.

**Katherine Campbell (South Central Region):** Recently widowed mother of two boys, who wanted to become a Licensed Practical Nurse. During her LPN training her father died and son was hospitalized several times. She persevered and completed and gained employment at Houston Nursing Home, earning \$9.00 an hour. This intelligent, motivated individual has succeeded in establishing a stable environment for her family.

**DeAnna Boozer (Southeast Region):** Mother of five children who had been on welfare in Illinois for six years. After a catastrophic automobile accident, she sought help from the Southeast Missouri PIC and its partners. With this help she now has a full-time job with BAILS in Kennett, where she has advanced to the position of Assistant Program Manager and Independent living Specialist. She has purchased a van, is receiving no public assistance, and is 12 credits from an Associates degree (with a 3.1 GPA).

**Lisa Sharpes (East Jackson County Region):** Single parent with two children and a third she's caring for. With the training and coaching she received from the Full Employment Council, she beat out 100 applicants for a Heavy Equipment Operator apprenticeship. She is now off welfare and earning more than \$16 an hour.

**Deborah Miller (St. Louis County Region):** Although living in a shelter, she completed the Office Assistant Training Program and Job Search Workshop without interruption. With career advisement and training, job search workshops, and access to computers at the Workforce Development Center, she got hired as a data entry clerk making \$8.00 an hour.

**Sarah Briegel (St. Charles County Region):** 26-year-old mother of four going through divorce and on welfare. Worked with Career Consultant to get a temporary job at Welsh Heating and Cooling. They were so impressed with her that they hired her full time. She has been doing exceptionally well.

**Debra Glass (Jefferson/Franklin Region)** Single mother of four who had not worked since 1991. After completing assessment activities and job readiness in the Welfare-to-Work program, she hired on as a custodian with the DeSoto School District. She continued to advance and now supervises six participants in a Summer Youth Program. Her income went from \$342 a month to \$18,000 a year; she has her own transportation and is pursuing her GED.



## ***Governor's Recognition for Excellence***

At the annual Governor's Conference on Workforce Development, recognition is made of effective strategies and best practices throughout the workforce development system. The five competitive categories are based on the Malcolm Baldrige National Quality Award model for continuous improvement.

### **CUSTOMER FOCUS AND SATISFACTION—St Charles Region**

"Mini-Job Fairs" are held monthly, usually at the St. Charles office of the Missouri Division of Workforce Development, to provide employers the opportunity to meet directly with job seekers and interview for actual job openings. The "mini job fairs" boast an average of 12 employers a month, and different employers are invited each month to ensure diversity. The fairs are averaging 82 job seekers each month; and since its inception in February 1998, 1,468 applicants have had 3,697 interviews with 63 employers. Additional services available for job seekers at the fairs include: resume

### **LEADERSHIP—Ozarks Region**

Jessica Green is a 15-year old participant of the 1998 Summer Youth Employment and Training Program (SYETP). She was a volunteer at several local agencies, including the Missouri Hotel, Share Program, OCAC, Ozarks Literacy Council, and local school after hours programs. She was also Mayor of the Springfield Boys and Girls Club 1996-1998; member of Keystone, Torch Club, Junior Staff and Youth Council, Homework Challenge, and Adopt a Club Member. She helps others by reading to underprivileged youth, speaking at Conflict Mediation workshop, teaching boxing to younger kids (she recently won Regional sub-novice Women's Championship and Golden Gloves Tournament). She also found time to help raise money for St. Jude's Hospital, Sister Anne's Memorial Fund, tutor others in reading, math, and English at local schools and assist in various church pantry and food drives. She is currently attending Catholic High School on a scholarship, where she maintains a 3.50 GPA, is a member of the band and the honor roll.

critiques, registration for Missouri *WORKS*, referral to One-Stop partner agencies, and use of PCs, fax machines, copiers, and the resource room. The "mini job fairs" have received positive customer feedback and are being considered as a prototype in other areas.

### **COLLABORATION AND INTEGRATION OF SERVICE**

#### **Kansas City Region**

The Greater Kansas City Welfare-to-Work Consortium represents five agencies that have come together to streamline services to best serve WtW customers. The agencies are co-located in five locations and are able to serve clients with multiple budget streams including JTPA, WTW, TANF, and discretionary grants such as Empowerment Zone. This merging of resources allows for the maximum amount of services to be available to both noncustodial and custodial parents who need job readiness skills and training, including classroom training, on-the-job training as well as supplemental services.

Since it began in 1995, the Consortium has placed 4,156 Jackson County WTW clients into jobs. Of those, 3,026 are working in unsubsidized employment with an average starting wage of \$7.22 per hour. More than 1,000 people moved into wage supplementation positions with an average wage of \$6.27. In addition, the TANF caseload in Jackson County at the time the collaboration began stood at 39,367; as of May 1999, it stands at 22,207. The collaboration of the agencies reached beyond the customer to the employer as well. The Consortium designated an orientation book for employers involved in WTW. The work has been copyrighted and is now used nationally as a guide for orientating employees to the welfare-to-work programs and the employees they will be hiring.

### **INNOVATION—Northwest Region**

The Accessibility Subcommittee at the ABCD Workforce Development Center in St. Joseph convened to identify and address any barriers to accomplishing the One-Stop tenets of *Customer Choice* and *Universal Access*. The Committee, composed of local Workforce Development Center partners, as well as state support staff, reviewed current accessibility regulations and ADA initiatives, and conducted a thorough site review at the Center. Their subsequent recommendations ranged from posting a sign

in the reception area indicating that there are accommodations available for the visual and hearing impaired; to making large computer monitor, and large keyboard caps on the computer(s) available to the visually impaired; to installing a phone with 35-55 db, and featuring closed captioned videos for the hearing impaired. They also recommended that support staff from Rehabilitation Services for the Blind and Missouri Assistive Technology should be available for consultation.

The Workforce Development Center already has a TDD machine in the Resource Room, and based on the recommendations from the Committee, acquired the following technology:

- 1) An amplified telephone, Dialogue XL-30 to widen accessibility opportunities for individuals with hearing disabilities;
- 2) Combination large keyboard letters with Braille characters and a large monitor (19") for computer in the Resource Room to enable the visually impaired to perform routine job search activities and establish communication;
- 3) Combination voice synthesizer & screen reading software (Speak

out/Vocal Eyes) to enable those who are even more seriously visually impaired, even to the point of total blindness, to perform routine job search activities and establish communication. Signs (including signs in Braille) will be posted in a conspicuous, visible location in the Resource Room indicating what assistive technology is available to individuals with disabilities. The Workforce Development Center is working to ensure all customers have access to services at this Center.



Learn more about the Missouri Quality Award at <http://www.mqa.org>,

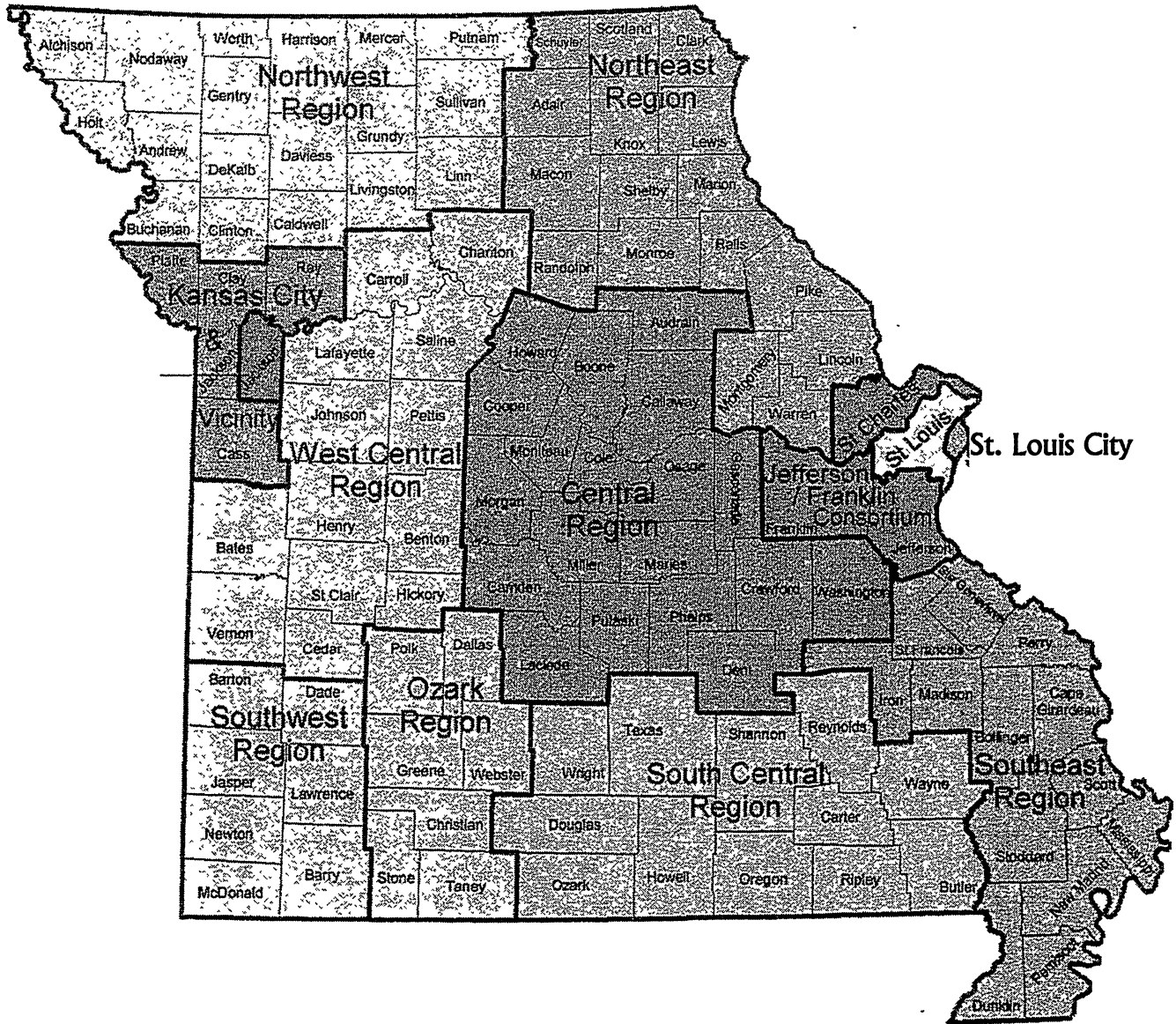
#### **PRIVATE SECTOR PARTICIPATION-West Central Region**

Farrell Industries, in Warsaw, MO is a machine shop that manufactures computer printer rollers and fabricates items from wood, steel, aluminum, etc. Ken Farrell, owner of the business, has taken public responsibility and corporate citizenship very seriously. He has endeavored to develop a workforce that would support their need for customer-driven quality, fast response, employee participation and development, and continuous improvement.

The goal of seeking out and attracting highly skilled individuals with machine shop experience in a lakeside community of approximately twenty-five hundred was difficult. So they hired individuals with the potential to become highly skilled machine shop technicians and trained them in partnership with Workforce Development Board, West Central Community Action Agency, and the Benton County Division of Family Services. To date, Mr. Farrell has trained approximately twelve individuals, including his sister Dixie, in the intricacies of machine shop fabrication. The individuals hired sometimes came with personal problems, so Farrell Industries also had to provide a support system. The system included: hiring individuals on parole, speaking with a judge to arrange work release, holding a job for an incarcerated individual, arranging to assist a single mother with purchase of tires and battery for her car, and to provide Christmas dinner and gifts, and others. Farrell Industries has not bought into the revolving door of hiring and firing. They have stuck by their commitment to forge a highly skilled workforce out of the resources available in the area and at least a dozen people are benefiting and growing as a result of one company's efforts to make a difference.

# Workforce Investment Areas in Missouri

There are 14 local Workforce Investment Areas where WIA programs are offered.



## WIB OFFICE LOCATIONS

Northwest Region--Trenton	St. Louis City Region--St. Louis	E. Jackson Cty. Region--Kansas City
Northeast Region--Paris	Southwest Region--Joplin	St. Louis County Region--Clayton
Kansas City Region--Kansas City	Ozarks Region--Springfield	St. Charles County Region--St. Peters
West Central Region--Sedalia	West Central Region--West Plains	Jefferson/Franklin Region--Hillsboro
Central Region--Jefferson City/Rolla	Southeast Region--Cape Girardeau	



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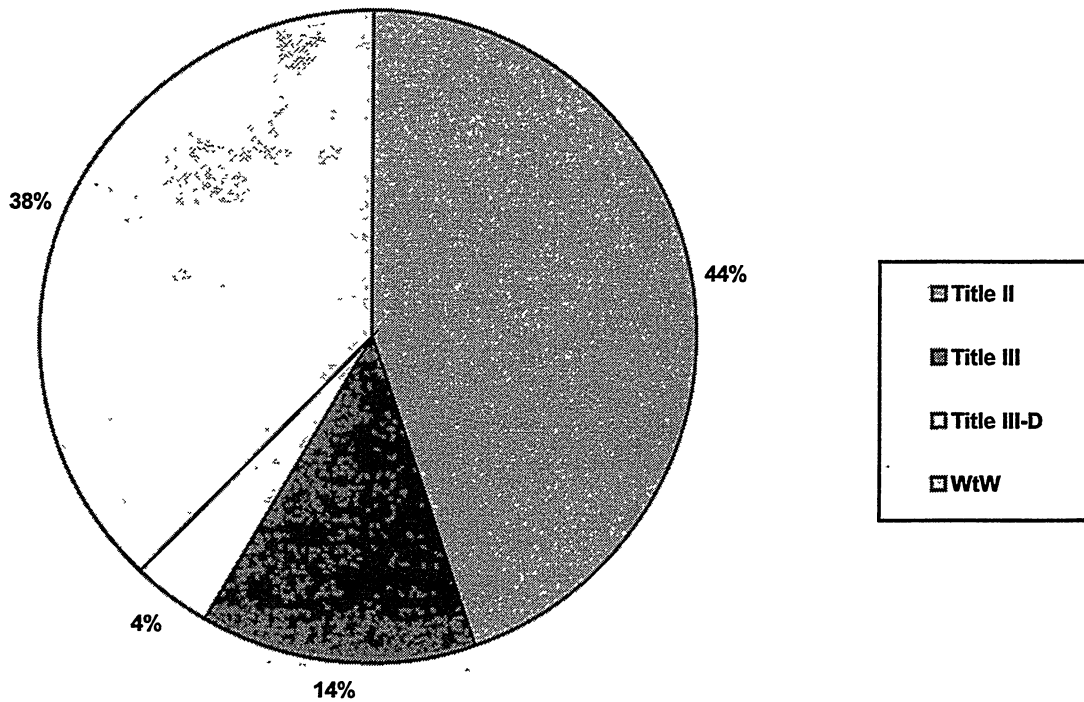
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## *JTPA and WtW Funding in Missouri—PY'98*



Title II	\$44,033,188*
Title III	\$13,546,057**
Title III-D	\$ 3,842,276
Welfare-to-Work	\$37,327,214***
<b>TOTAL Resources available in PY'98</b>	<b>\$98,748,735</b>

\* Of this total, \$39,453,997 was allocated to the Local Areas by formula for adult, youth, and summer youth services.

\*\* Of this total, \$8,297,209 was allocated to the Local Areas by formula for dislocated worker services.

\*\*\* Of this total, \$31,787,927 was allocated to the Local Areas by formula for Welfare-to-Work services.

## ***MTEC Membership***

Mr. Richard Hendin  
Ballwin

Slot: Business, Industry or Agriculture 1  
Term: 8/30/1999 to 8/28/2003

Mr. Milton Bischof  
Saint Louis

Slot: Business, Industry or Agriculture 2  
Term: 8/30/1999 to 8/28/2003

Mr. Fred Grayson  
Poplar Bluff

Slot: Business, Industry or Agriculture 3  
Term: 12/10/1998 to 8/28/2002

Mr. Robert Bell  
Saint Louis

Slot: Business, Industry or Agriculture 4  
Term: 1/16/1997 to 8/28/2000

Mr. Ronald Breshears  
Knob Noster

Slot: Business, Industry or Agriculture 5  
Term: 8/31/1999 to 8/28/2003

Mr. James Dickerson  
Camdenton

Slot: Business, Industry or Agriculture 6  
Term: 1/16/1997 to 8/28/2000

Ms. Verneda Robinson  
Parkville

Slot: Business, Industry or Agriculture 7  
Term: 10/04/1999 to 8/28/2000

Ms. Sheryl Johnson-Stampley  
Blackjack

Slot: Business, Industry or Agriculture 8  
Term: 4/26/2000 to 8/28/2002

Ms. Patti Penny  
Springfield

Slot: Business, Industry or Agriculture 9  
Term: 8/31/1999 to 8/28/2003

Mr. Joseph Driskill

Jefferson City

Slot: State and Local Government or  
Agencies 1

Term: 10/21/1998 to 8/28/2002

Dr. Kala Stroup

Jefferson City

Slot: State and Local Government or  
Agencies 2

Term: 1/16/1997 to 8/28/2000

Mr. Wayne Giles

Lee's Summit

Slot: State and Local Government or  
Agencies 3

Term: 3/15/2000 to 8/28/2001

Mr. Ronald Vessell

Jefferson City

Slot: State and Local Government or  
Agencies 4

Term: 1/20/2000 to 8/28/2002

Ms. Grace Cross

Jefferson City

Slot: State and Local Government or  
Agencies 5

Term: 7/29/1999 to 8/28/2001

Mrs. Catherine Leapheart

Holts Summit

Slot: State and Local Government or  
Agencies 6

Term: 4/10/2000 to 6/27/2003

Ms. Virginia Mee

Springfield

Slot: State and Local Government or  
Agencies 7

Term: 8/30/1999 to 8/28/2003

Ms. Michele Ohmes  
Kansas City  
Slot: State and Local Government or  
Agencies 8  
Term: 3/15/2000 to 8/28/2001

Mr. James Jackson  
Warrensburg  
Slot: State and Local Government or  
Agencies 9  
Term: 10/23/1998 to 8/28/2001

Ms. Elaine West  
Jefferson City  
Slot: Labor and Community 1  
Term: 4/10/2000 to 8/28/2003

Mr. Herb Johnson  
Osage Beach  
Slot: Labor and Community 2  
Term: 8/30/1999 to 8/28/2003

Mr. Michael O'Mara  
Florissant  
Slot: Labor and Community 3  
Term: 10/14/1998 to 8/28/2000

Ms. Alise Martiny-Byrd  
Kansas City  
Slot: Labor and Community 4  
Term: 11/24/1998 to 8/28/2001

Mr. William Treece  
Sweet Springs  
Slot: Labor and Community 5  
Term: 1/21/1997 to 8/28/2000

Mr. George Eberle  
Saint Louis  
Slot: Labor and Community 6  
Term: 11/24/1998 to 8/28/2002

Ms. Brenda Wrench  
Saint Louis  
Slot: Labor and Community 7  
Term: 2/09/2000 to 8/28/2001

Mr. Palmer Nichols  
Jefferson City  
Slot: Labor and Community 8  
Term: 1/11/2000 to 1/11/2004

Ms. Yvonne Strauther  
Saint Louis  
Slot: Labor and Community 9  
Term: 10/04/1999 to 8/28/2002

Ms. Mary Brewster  
Saint Louis  
Slot: Public Member 1  
Term: 7/29/1999 to 8/28/2002

John Dial  
Mexico  
Slot: Public Member 2  
Term: 11/24/1998 to 8/28/2002

## ***Acknowledgments***

*A special thank you to all who contributed their time and insights into the development of this report. Thanks to the Workforce Investment Area staff for concisely highlighting the achievements of their programs and participants.*

**W O R K F O R C E**  
**Development**



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